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KISAN MANAGEMENT PLAN

KNOWLEDGE-BASED INTEGRATED SUSTAINABLE AGRICULTURE AND
NUTRITION (KISAN) PROJECT

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ACRONYMS

ADB	Asian Development Bank
AFN	Antenna Foundation Nepal
CDO	Chief District Officer
CEAPRED	Center for Environmental and Agricultural Policy, Research, Extension, and Development
COP	Chief of Party
DADO	District Agriculture Development Office
DC	District Coordinator
DEPROSC	Development Project Service Center
EIG	Education for Income Generation
FCHV	Female Community Health Volunteer
FSV	Food Security Volunteer
FTF	Farmer to Farmer
GAfsp	Global Agriculture and Food Security Program
GOM	Group Operations Manager
GON	Government of Nepal
GUC	Grants under Contract
HKI	Helen Keller International
KISAN	Knowledge-based Integrated Sustainable Agriculture and Nutrition
LDO	Local Development Office
LSP	Local Service Provider
M&E	Monitoring and Evaluation
NARC	Nepal Agriculture Research Council
NEAT	Nepal Economic Growth, Agriculture, and Trade Project
NEWAH	Nepal Water for Health
NPCS	Nutrition Promotion and Consultancy Services
NTAG	Nepali Technical Assistance Group
OCAT	Organizational Capacity Assessment Tool
OMB	Office of Management and Budget
PPP	Public-Private Partnerships
SIMI	Smallholder Irrigation Market Initiative
SLTS	School-Led Total Sanitation
SNV	Netherlands Development Organization
TOR	Terms of reference
TOT	Trainer of Trainer courses
USAID/Nepal	United States Agency for International Development in Nepal
USG	United States Government
VAT	Value added tax
VDC	Village Development Committee
VDCC	Village Development Council Coordinators
WASH	Water, Sanitation, and Hygiene
WB	World Bank
Y1, Y2, etc.	Year 1, Year 2, etc.

MANAGEMENT PLAN

I. INTRODUCTION

Winrock International received a contract on February 13, 2013, from the United States Agency for International Development in Nepal (USAID/Nepal) for the Knowledge-based Integrated Sustainable Agriculture and Nutrition (KISAN) Project. This project is a part of the Global Presidential Initiative, Feed the Future, and the flagship food security project of USAID/Nepal. The Project's overall goal is to sustainably reduce poverty and hunger in Nepal by achieving inclusive growth in the agriculture sector, increasing the incomes of farm families, and improving nutritional status, especially of women and children. The project is implemented in collaboration with seven Nepali organizations as subcontractors: Antenna Foundation Nepal; Development Project Service Center (DEPROSC); Center for Environmental and Agricultural Policy, Research, Extension and Development (CEAPRED); Nutrition Promotion and Consultancy Services (NPCS); Nepal Water for Health (NEWAH); Helen Keller International (HKI) and Nepali Technical Assistance Group (NTAG). During the first year, the project will work in ten districts in the Bheri and Rapti Zones of the Mid-Western Development Region. Year two onwards, the project will expand its activities to the ten districts in Far Western and Western Development Region (Mahakali, Seti and Lumbini Zones). This multifaceted project will integrate agriculture and nutrition in order to increase agricultural production and incomes, and improve the nutritional status of women, and children under the age of five.

As per the contract (Section C.4.8.5), the Management Plan is the first deliverable required by USAID/Nepal. The KISAN Management Plan describes how the project will efficiently and effectively use the human, technical and organizational resources at hand to achieve its ambitious goals while developing the capacity of Nepali organizations to qualify to directly receive USAID contracts. The project will use subcontract monitoring and the Organizational Capacity Assessment Tool (OCAT) as methods to identify partners' weaknesses and develop solutions which will sustainably build their capacity and improve their management performance. KISAN will provide trainings for four selected organizations on topics such as International Financial Reporting Standards, Generally Accepted Accounting Principles, and USAID-specific procedures on bidding, procurement, and anti-corruption to enable the organizations to pass rigorous due diligence reviews. Winrock will directly support partners to plan, implement, manage, and ensure the sustainability of large-scale development projects and to conduct large-scale monitoring and evaluation (M&E) as well as to identify, negotiate, formalize, and implement Public-Private Partnerships (PPPs).

II. DETAILED IMPLEMENTATION TIMELINE

The KISAN Project officially began on February 14, 2013 and will continue through February 13, 2018 (five years). Winrock is currently involved in start-up with the objective to effectively initiate field

activities and begin to achieve the project's results. Annex I includes a detailed timeline for the different phases and activities of implementation. Activities and priorities related to the start-up phase are discussed below.

START UP

From February 14 through June 13, 2013, KISAN and Winrock Home Office staff will focus on securing USAID/Nepal approvals of proposed subcontractors and their personnel, hiring personnel, preparing and executing subcontracts with partner organizations, identifying and setting up office space, and meeting with USAID/Nepal, Government of Nepal (GON) officials, USAID/Nepal implementing partners, and other collaborating organizations working on agriculture and nutrition. Upon start-up, Winrock will provide training to its subcontractors on basic contract management and procurement. Winrock and its subcontractors will develop and submit procurement plans to USAID/Nepal. Project staff will identify office space in Nepalgunj and establish district-based offices. By or before the end of July 2013 we will develop and begin training exercises for KISAN staff. During this time, Winrock will prepare and submit key deliverables such as the Workplan (inclusive of the Environmental Mitigation and Management Plan, and updated Marking Plan), the Life of Project Implementation Plan (including the Outreach and Communications Plan), and the Monitoring and Evaluation (M&E) Plan. We expect to hold project launch events sometime in the period before the end of July, first in Kathmandu, and later followed by an event in Nepalgunj.

III. MANAGEMENT STRUCTURE

Winrock is committed to working with and increasing the capacity of local implementing partners. The goals of USAID's FORWARD Initiative were carefully considered in the design of KISAN's management structure and in the selection of subcontractors: seven dynamic Nepali organizations whose capabilities, already quite good, will be augmented and fine-tuned to enable them to assume district management responsibilities and deliver the desired USAID/Nepal outputs. In addition to targeted technical expertise that prevents overlap of responsibility, Winrock and its subcontractors bring specific geographic experience and resources. All subcontractors helped develop the proposal, providing unique perspectives, increasing their ability to analyze and respond to a USAID RFP, and building their awareness of the importance of staff diversity. This sensitivity will be reinforced through training as each subcontractor recruits staff to fill district and VDC positions required by our staffing plan.

Winrock will use international consultants sparingly – primarily to develop curriculum and conduct training to Nepali organizations to build their capacity under Output 5 in line with the objectives of USAID FORWARD. In cases where agricultural or nutritional expertise will benefit the goals of KISAN, Winrock plans to use pro-bono volunteer consultants or partner with USAID's Farmer to Farmer (F2F) Program. The majority of KISAN staff (80% LOE) will be based in the districts, ensuring the project has given priority to field based operations.

Winrock and its subcontractors will work together to achieve the goals of KISAN. As prime contractor, Winrock is responsible for managing activities and results, liaising with USAID/Nepal, and initiating and maintaining coordination with partners and actors working in similar programmatic and geographic areas. Winrock is responsible for overall project management and will assume a mentoring and monitoring role. Winrock will provide technical support, but expects its local Nepali subcontractors to be primarily responsible for implementing the project activities. Table I shows the partners and their respective technical responsibilities. Winrock will ensure all KISAN partners work in a coordinated manner on planning, implementation and monitoring. The subcontractor's agreements define specific objectives, tasks, and targets that they shall reach. Winrock updates subcontracts at least annually and modifies the responsibility based on past achievements. Poorly performing partners will receive less responsibility while partners that provide the best value will receive greater responsibility. In addition, Winrock will employ an on-line monitoring database where partners must enter their activities and impact monitoring data at specified intervals throughout the project. This database will enable KISAN managers to assess the real-time progress of district-based activities. This transparent approach has proven to be an effective tool under EIG, encouraging timely implementation of project activities. Further description on how technical components will be integrated and coordinated is described below, under Coordination and Collaboration (page 7). Table I below shows the responsibilities of Winrock and each KISAN subcontractor.

TABLE I. Responsibilities of Winrock and KISAN Subcontractors

Organization	Responsibility/Contribution to KISAN
Winrock	Overall project management; ensures internal and external coordination and communication. Provides technical lead on MUS, livestock, marketing (Output 4), organizing field training (Output 2) and building the capacity of partners and government (Output 5). Responsible for grants, communications, reporting and financial management.
CEAPRED	Agriculture leads with specific technical expertise in seed production and on-farm training of crops and high-value vegetables. Responsible for input supply (Output 1), and improved agriculture production and post-harvest technologies (Output 3)
NPCS	Nutrition leads with specific expertise in essential nutrition actions. Responsible for improved knowledge and behavior on nutrition, hygiene and sanitation practices (Output 6).
NEWAH	Sanitation and WASH lead with specific expertise in increasing access to water, sanitation campaigns and hygiene messaging. Responsible for increasing access to water and sanitation facilities (Output 7).
HKI	Overseas component B, responsible for managing NEWAH, N-TAG and NPCS. Ensures staff reach Component B targets.

TABLE I. Responsibilities of Winrock and KISAN Subcontractors

Organization	Responsibility/Contribution to KISAN
NTAG	Responsible for the cascade training of GON department of health staff and FCHVs.
DEPROSC	Expertise in credit and irrigation. Will provide support to Output 1 by increasing the value and number of people with access to credit. Will coordinate with WI's MUS expert and NEWAH water staff to build the supply chain and prevalence of drip irrigation.
ANTENNA	Expertise in multi-media communication for development purposes. Will support Output 4 in marketing information and Component B messaging through creative channels including radio, dramas and other means.
Component C Implementer	Responsible for providing livelihood and literacy training. Will link with agriculture and nutrition messaging.
M&E Implementer	Responsible for monitoring and evaluating program activities.

IV. MOBILIZATION

Winrock will efficiently and effectively mobilize existing resources, personnel, logistics set-up, and establishment of management and financial control systems, so that results can be achieved in year one.

IDENTIFICATION OF EXISTING IN-COUNTRY RESOURCES

Winrock will make best use of USAID/Nepal resources by identifying and utilizing existing in-country resources. Many of KISAN's proposed agriculture and training personnel worked on the EIG project, SIMI and the NEAT project, and are already trained to implement market-based value chain projects. To improve access to high-quality seed, CEAPRED will draw upon its trained staff. Similarly, HKI, NTAG, NPCS and NEWAH will draw upon their respective experience implementing Suaahara's approach to introducing ENA and EHA in the Mid- and Western Districts. Winrock's other subcontractors will draw upon their unique experience (NEWAH in WASH; DEPROSC in credit and irrigation; AFN in communications) to mobilize quickly.

KISAN will draw upon resources made available from other USAID/Nepal projects. For instance, KISAN is renting the Kathmandu office formerly occupied by EIG and plans to rent an office in Nepalgunj (regional) and either share or rent small offices at the district level. KISAN will make use of equipment from recently-closed and closing projects EIG and NEAT. EIG disposed of vehicles that are in good shape (cars and motorcycles) to KISAN, and Winrock staff have communicated with NEAT staff and their COR to identify equipment that could be utilized by KISAN. Access to these existing resources will facilitate rapid mobilization, as discussed below.

MOBILIZATION OF PERSONNEL, LOGISTICS SET-UP, AND ESTABLISHMENT OF MANAGEMENT AND FINANCIAL CONTROL SYSTEMS

Personnel. During the proposal preparation phase, Winrock and its partners posted advertisements and identified candidates for many planned positions down to the district level. Preference was given to staff trained under the EIG project. Since project start-up, Winrock has identified additional regional and district-based staff, hired the key personnel, and made progress to identify, secure approval for, and hire the rest of the Kathmandu-based KISAN staff. For vacant positions, Winrock has posted an advertisement in the Kantipur and the jobsnepal.com website, announcing that future job vacancy announcements can be found on jobsnepal.com website. The COP, Agriculture Expert and Nutrition Expert are involved in interviewing and assessing all staff prior to requesting USAID approval. To fill vacancies at the district level, Winrock will post positions and encourage EIG-trained literacy teachers, literacy graduates, agrovets, and LSPs to apply for district- and VDC-based positions in literacy and agriculture. As noted above, the majority of KISAN staff (80% LOE) will be based in the districts, ensuring the project has given priority to field based operations.

Logistics set-up. Winrock is renewing its lease at the former EIG office which is fully furnished. Some personnel have seamlessly transferred from EIG to the KISAN Project. The office, utilities, and equipment are now in the name of KISAN. Assuming early approval of submitted Winrock staff the Nepalgunj office and Winrock district offices are expected to be identified and established by mid-April. Partners' district offices will be identified and set up by Mid-June. Winrock hopes to inherit NEAT district and regional equipment to save money and expedite the mobilization process. Winrock has reviewed NEAT equipment lists and has discussed acquisition of its equipment with NEAT. Winrock is sending a Procurement Manager to Nepal to review and help prepare the KISAN Procurement Plan and to provide training to new Winrock staff and subcontractors on how to procure equipment per USAID and Winrock policy. The plan will be provided to USAID/Nepal for approval. Winrock will help procure all major equipment. Given the large amount of inherited equipment, we expect KISAN Y1 procurement to be small, with larger procurement plans Y2 and Y3 to replace older equipment.

Establishment of management and financial control systems. Winrock has a well-established set of financial and administrative policies and procedures in place that ensure accurate and timely reporting of expenditures and efficient administrative oversight of contract implementation. Winrock's Accounting Department is responsible for financial reporting to donors and is currently responsible for the financial management of more than 20 multi-million dollar projects, in addition to many other projects under \$1 million. Winrock's Human Resources, Contracts and Procurement, and Internal Audit Departments oversee adherence to donor guidelines and regulations. Financial reports, procedures, and systems and controls are audited on an annual basis by an outside public accounting firm, Hudson Cisne Co., in Little Rock, Arkansas which also conducts the annual OMB A-133 audit and program-specific audits as needed. These resources will all be brought to bear during KISAN start-up.

Winrock has deployed a team of experienced Nepali managers to oversee Kathmandu-based and field-based expenditures and coordinate with Winrock's HQ-based Group Operations Manager (GOM). The

Business Contracts Director and Finance and Administration Director participated in a comprehensive Winrock Management Training in Bangkok in January 2013. KISAN will build heavily on financial and results-based management tools developed under EIG. Start-up staff are editing project manuals for staff (HR policy, Office Policy, Financial/Accounting Manual, etc.) to promote a fair, equitable, professional, and productive environment. In addition, the project will have a delegation of authority, defining necessary approvals for procurement, travel, and expenditures. Winrock is working with its partners to define and establish KISAN processes and procedures, ensuring uniform policies for all KISAN staff across subcontractors.

Winrock will develop and employ a web-based monitoring system that will track program activities and impacts. Building on EIG's FIELDLINK, the KISAN database will be tailored to track agriculture and nutrition activities and results and will be easily linked to GIS coordinates for spatial mapping. Staff and partners will input activities and beneficiary data from the field into the database. The database will be accessible to Kathmandu project staff, USAID/Nepal, partners, and Home Office staff. A separate ACCESS database will allow the Business Contracts Director to run queries to track results.

As in the case of EIG, the on-line database is expected to be a powerful management tool. This allows all data to be transparent; subcontractors and staff can see their and other people's progress in real time. Targets will be set during an annual planning workshop and will be tracked constantly, with specific attention quarterly, during the preparation of the progress report. In cases where results are not being met, the COP will work with the relevant individual or subcontractor to clarify the problems and identify solutions.

Winrock works closely with subcontractors to build their capacity while ensuring they follow sound financial management practices and deliver quality program results. Winrock develops detailed subcontracts with roll-down clauses, and detailed scopes of work for year one. To start KISAN, Winrock is limiting the first budgets/obligation to four months to allow for time to design the workplan, set up procedures, and provide the subcontractors training in managing contracts and procurement. Winrock will be heavily involved in approving subcontractors' technical staff and sharing KISAN project policies. At the end of each year, through an annual review, each partner will be assessed on their progress. Annual TORs and budgets will be based on the previous year's successes.

In addition, Winrock monitors the activities of subcontractors on an ongoing basis throughout the life of the award in accordance with the their subcontract and our prime agreement, to assure that awarded funds are used for authorized purposes in compliance with the provisions of the subcontract, and to ensure that performance goals are achieved. Winrock uses a risk-based approach to subcontractor monitoring; the frequency and intensity of monitoring is driven by a risk analysis conducted prior to signing the subcontract.

Winrock practices the following to monitor subcontracts:

- Review Technical Performance Reports and deliverables on a timely basis;

- Review invoices and analyze the expenses compared to the budget and expenses compared to the deliverable. Costs determined to be unallowable or unreasonable are disallowed and expenditures without results are further investigated;
- Winrock staff, and particularly the District Coordinators, will monitor the subcontractor's work to assess compliance with the programmatic objectives of KISAN. In Kathmandu and at the regional level, Winrock's operations staff will evaluate the subcontractor's administrative systems and processes. Moreover, during the OCAT process, Winrock will evaluate the partner's financial management procedures in greater detail and identify ways to increase their capacity;
- All cost-reimbursable subcontract agreements contain "right-to-audit" clauses.

Winrock has in place financial and contractual policies and procedures to ensure accurate, timely reporting of expenditures and oversight of contract implementation in accordance with USAID regulations. Proven accounting and financial systems promote efficient field and Home Office coordination; financial information is continually updated, reviewed, and posted into Winrock's accounting system. This information is used to analyze budgets, create pipeline projections, and track expenditures—including subcontracts—by category, location, and time. Winrock conducts an annual corporate audit and periodic internal reviews at selected sites to ensure compliance with donor regulations and Winrock policies. A public accounting firm audits Winrock's financial systems and controls annually and conducts an annual OMB A 133 audit and program-specific audits. If a field based audit is required, Winrock will use a locally-based accounting firm that is recommended by the USAID mission within that country.

V. COORDINATION AND COLLABORATION

CONTRACT PLANNING, IMPLEMENTATION AND MONITORING

Winrock has established clear guidelines to ensure that all subcontractors work in a coordinated manner in contract planning, implementation, and monitoring. Winrock engaged prospective subcontractors early in the proposal design process and will continue to engage them during start-up through planning and team-building exercises. Each subcontractor has complementary skills that contribute to achieving specific outputs of KISAN.

Winrock has initially engaged its subcontractors in developing KISAN Year I deliverables (Workplan, PMP etc), and will hold annual meetings to develop detailed implementation and training plans. Though KISAN staff will be hired by their respective subcontractors, they will represent KISAN and be identified as such. All subcontractor staff will be trained together through a series of training-of-trainers (TOTs) activities that will develop an understanding of the multifaceted nature of the KISAN project and cultivate shared responsibility for achieving objectives. For example, given the broad geographic coverage of the project, VDC- and some district-based staff will cross train change agents in agriculture

and nutrition to more effectively achieve the programs goal of integrating the two disciplines. At the district level, Winrock District Coordinators will provide leadership across the projects many activities, and will facilitate coordination internally within the team and externally with other organizations working on agriculture and nutrition. In Kathmandu, the COP will hold bi-monthly partner meetings to ensure collaboration at the highest level. These meetings will be reinforced with weekly regional, district and VDC staff meetings (see below). In addition to face-to-face meetings, which Winrock has determined to be most effective within Nepal's cultural context, KISAN may also utilize conference calls, internal newsletters, email listserves, report sharing, and possibly an internal KISAN website to facilitate partner coordination.

INTEGRATION OF KISAN TECHNICAL COMPONENTS

Successful integration of KISAN's technical components will be essential to achieve the project's ambitious targets. At the proposal stage, Winrock and its subcontractors identified several innovative ways to ensure integration of the components. The following are illustrative of the way in which KISAN will integrate and coordinate project objectives:

- Situate agriculture demonstration farms at the homes of Female Community Health Volunteers (FCHV) and or with Village Model Farms so that beneficiaries can easily access both services and to facilitate change agent cross training;
- Ensure all agriculture Local Service Providers are trained in at least 16 hours of basic nutrition including cultivation of nutrient rich seedlings, and so they can provide support to nutrition beneficiaries and refer beneficiaries to the local FCHV and health post as needed;
- Ensure all FCHVs know their local agriculture change agent and can inform beneficiaries about collection centers and where to get extension services and agricultural inputs (DADO, Agrovets, LSPs);
- Allow FCHVs to represent LSPs and sell inputs to households they visit;
- Develop water systems (Winrock, NEWAH, and DEPROSC) that will enable households to access water for domestic use as well as irrigation water to support production of high-value and nutrient rich crops;
- Work with Component C lead to jointly identify KISAN beneficiaries;
- Share Winrock's M&E database with the M&E Implementer.

COORDINATION WITH USAID/NEPAL AND OTHER AGENCIES

Winrock will work at the national, regional and district levels to promote coordination with other USAID/Nepal- and donor-funded implementers working in KISAN target districts. Annex 2 includes a preliminary list of organizations with whom KISAN will collaborate. Additional organizations and

projects will be identified as we begin implementing activities at the district level. Winrock proposes to build on the highly-successful model of hosting “advisory councils” as employed under EIG (described below). However, in the time since KISAN was designed and awarded, other agriculture and nutrition coordinating bodies have formed and USAID/Nepal is in discussions with the Government of Nepal to clarify how they would like KISAN to collaborate. Winrock will continue discussions and await guidance from USAID/Nepal on the best way to coordinate with the GON.

Winrock is meeting with Feed the Future implementing partners frequently to ensure that KISAN activities are complementary to other USG food security and nutrition investments in Nepal. Partners include GAFSP, the Component C contractor, Peace Corps, IFRPI, and the M&E contractor. In addition, it will be important to coordinate closely with other ongoing and planned agricultural development and nutrition programs funded by USAID, GON, SNV, WB, ADB, other donors, and the private sector to develop synergy in approach, reduce duplication of effort, ensure collaboration, and leverage complementary resources.

While preparing the KISAN proposal, Winrock met with several GON Ministries, line agencies, donors and implementing organizations to explore possible collaboration. The table in Annex II offers illustrative examples of some of the organizations and projects with whom KISAN will collaborate. KISAN staff has been meeting with representatives from each project in the immediate post-award period to discuss collaboration. Working with GON, USAID, and other development partners, Winrock will explore the development of a national level coordination committee in the area of Agriculture and Nutrition. Through this advisory council, KISAN will promote close collaboration with ministry- and department-level GON officials and request them to encourage the involvement of district-level officials in KISAN activities.

National level. KISAN will establish a National Project Advisory Council under the chairmanship of the Joint Secretary, Foreign Aid Coordination and Policy, MOAD. The committee that will meet semi-annually will include representatives from key government agencies like MOHP, MOAD, MOFA, MOF; and key stakeholders of the KISAN project like USAID, SEAN and FNCCI/AEC. The NPAC will provide overall guidance to the KISAN project and leverage government and private sector resources for project activities. In addition, at the national level, the KISAN team will join various working groups and build relationships with managers of key projects working in overlapping districts. For example, the KISAN COP has conducted initial coordination meetings with the COPs of Hariyo Ban (WWF), Sujedara (Pact) and Health 4 Life (RTI) to review working districts, VDCs, and compare indicators to reduce duplication and maximize collective impact. The COPs have suggested that they meet every two months, alternating between Kathmandu and Nepalgunj, to ensure complementarity over LOP. Finally, Winrock will explore facilitating regular USAID/Nepal FTF coordination meetings that would include research projects receiving funds from FTF, CSISA, and the Hill Maize Improvement Program, to name a few.

Regional level. At the regional level, KISAN will conduct regular (quarterly) meetings with concerned GON agriculture and health officials.

District level. At the district level, Winrock's District Coordinator (DC) is tasked with coordinating KISAN's project activities with other implementers, especially the GON. Following on Winrock's EIG model, KISAN will work with District Agriculture Development Committees (DADCs), the multisectoral Nutrition and Food Security Steering Committee (NFSSC) and the district Water Sanitation and Hygiene Coordination Committee (WSHCC). . These committees would consist of GON officials (LDO, CDO, DADO, DHO, as well as representatives from the health posts, Drinking Water Supply, and Department of Infrastructure) as well as representatives from other projects, donors and possibly the private sector. We may coordinate these activities with the USAID/Nepal-funded Sujedari Bikash and the H4L programs. The purpose of these committees will be to coordinate activities across various implementing organizations, reduce duplication and standardize, when possible, approaches and indicators.

VDC level. Similarly, at the VDC level, KISAN will work closely with communities and the local government to coordinate and prioritize activities associated with agriculture and nutrition. KISAN Village Development Council Coordinators (VDCCs) will serve a role similar to the DCs, but at the VDC level.

CREATING AND MAINTAINING EFFECTIVE WORKING RELATIONSHIPS AND AN INCLUSIVE TEAM ORIENTATION

The KISAN COP will foster a single project identity among staff, including Component C staff. All staff will be considered KISAN staff regardless of their organizational affiliation. All KISAN staff will be housed in the same office (Kathmandu, Nepalgunj or in the District) and participate in weekly staff meetings. Each staff will report to their supervisor (within their organization) and a Coordinator (District Coordinator or VDC Coordinator) that may be from another organization. During start up, the project will host a regional TOT for all District Coordinators and Program Officers, followed by district-based staff training programs. These will be replicated annually at all-staff retreats that will provide an opportunity to review accomplishments and plan for the following months. Retreats will also build camaraderie within the KISAN team and strengthen relations between staff and facilitate closer coordination. At the district level, the District Coordinator will hold monthly staff meetings to review progress, plan next month's activities, and ensure integration.

PROCEDURES FOR EXCHANGE VISITS OR TRAININGS

Winrock will follow USAID Nepal's procedures for training and exchange visits. During the work-planning process, Winrock will develop and submit an Annual Capacity Building Plan which will describe trainings planned for the year for beneficiaries, change agents and organizations. For capacity building of Nepali organizations, the Capacity Building Plan will include the OCAT framework. Trainings will be broken down by type and length of training and will be tracked in the KISAN Database. In addition, the KISAN Capacity Building and Training Manager will enter applicable information into USAID's web-based

training information system, TraiNet, for any exchange visitors, participant training, third-country training, or in-country training.

Currently, KISAN has no plans for international U.S. or third country visits. Should Winrock at the request of USAID/Nepal engage in international exchanges, we will conform to USG regulations on Visa Compliance for Exchange Visitors, Training for Development, and USAID/Nepal-specific requirements for processing of J-I Exchange Visitors.

VI. METHODS FOR LEVERAGING RESOURCES

In addition to coordinating with implementing organizations, KISAN will work directly with VDCs to help them develop plans to become food secure. This will involve helping them design activities that complement KISAN's and identify cost share opportunities from VDC block grants and line agency (DADO, etc) funds for ways to promote improved and sustainable agriculture and nutrition activities. By collaborating with the GON, other donor-funded projects, and the private sector, KISAN expects to leverage additional resources for beneficiaries. Annex II shows a table of how KISAN will collaborate with key organizations. Table 2 below shows anticipated sources of leveraged funds.

TABLE 2. Anticipated Sources of Leveraged Funds	
Sources of Leverage	Illustrative activities supported through leveraged funds
Government of Nepal (GON) Ministries and Departments	Participation of GON experts in coordination activities at national and district level; in-kind support through participation of Junior Technicians (JT), JT Assistants (JTA), and Female Community Health Volunteers (FCHV) in change agent training modules.
District Offices (Ag, Soil Conservation, Livestock)	Matching funds to targeted VDCs for water systems, latrines, and roads; donations of land for the construction of collection centers and fish ponds for landless farmers.
DDCs/VDCs (Block Grants)	Construction of community water systems; demonstration farms; Farmer Field Days; market infrastructure and access; VDC Disaster Risk Reduction (DRR) plans.
Community Members	Co-share funding for water systems, sanitary latrines, and community seed storage facilities.
School /Youth Groups	Construction of sanitary latrines at schools; development of school-based water, sanitation, and hygiene (WASH) programming using school-led total sanitation (SLTS) approach.
World Food Program (WFP)	Explore possibility of expanding WI's successful food-for-work collaboration in the Terai to build productive assets such as MUS.

TABLE 2. Anticipated Sources of Leveraged Funds

Sources of Leverage	Illustrative activities supported through leveraged funds
Poverty Alleviation Fund (PAF)	Agricultural equipment and inputs, including pumps and machinery to support irrigation and post-harvest management; grants to district-based agricultural and nutrition entrepreneurs.
USAID and Donor-funded Programs	Coordinate on beneficiary selection to avoid duplication of efforts; share training materials; offer complementary training/interventions (such as collaboration with Suaahara Program).
CFUGs	Funding for water systems and sanitary latrines; access to land for NTFP cultivation; support for oil distillation and value-added processing; access to sustainable sources of fodder for livestock.
Global Development Alliance (GDA)	Partnerships with the private sector to support sustainable agriculture and nutrition activities through Information and Communication Technologies (ICT).
Development Credit Authority (DCA)	Loan guarantees to buy-down bank risk and expand access to credit for district, VDC, and community-based enterprises to purchase agricultural machinery.
Micro Enterprise Development Programme (MEDEP)	Leverage funding and training materials to build the capacity of change agents in core entrepreneurship skills; share training materials with Component C literacy program.
Development Innovation Ventures (DIV)	Solicit, fund, and integrate innovative proposals from Nepali organizations, private enterprises, and entrepreneurs into FTF program activities in agriculture and nutrition.
Alternative Energy Promotion Center (AEPC)	Leverage funding to build biogas processors and digesters; invest in solar systems to support irrigation and food processing systems; develop low-cost aerators for fish ponds.
Global Agriculture and Food Security Program (GAFSP)	Leverage GAFSP's distribution of source seeds (rice and maize) to DADOs for dissemination to seed producers; facilitate SANDEEP beneficiary receipt of improved goat and poultry breeds imported by GAFSP; link Community Nutrition Volunteers (CNVs) to GAFSP-supported Farmer Field Schools (FFS) promoting improved practices for kitchen gardens.

VII. CREATING “WINDOWS OF OPPORTUNITY”

Winrock will design a Grants Under Contract (GUC) program to fund new, innovative initiatives and to seize upon unanticipated opportunities to advance KISAN objectives. Staff and partners will identify

opportunities through routine program management and monitoring, and share them during the annual program review/planning meetings. Grants will be for activities for which there are no other funds available and for those activities which advance KISAN objectives. At a minimum, KISAN hopes to utilize these grants to support participant training for marginalized groups; leadership development; refinement or commercialization of locally-developed technologies and innovations through linkages with NARC and Nepali universities; scaling-up change agent and market actor efforts; and as seed funding for broad-based public-private alliances. Illustrative grants may include support for women seed producers; support for a district-wide, school-based poster competition on improved sanitation practices; or research grants to agricultural institutions (e.g. Rampur) to investigate issues facing women in agriculture. Grants may be directed toward specific activities and will be competed. Winrock has proven systems and procedures for managing and implementing grants. Winrock will adapt these in the KISAN grants manual, which will be submitted 180 days after contract was signed. The grants will meet specified requirements, including those found in ADS 302.3.5.6.

VIII. FINANCIAL CONTROL SYSTEMS

Winrock has proven effective methods for cost-containment and tracking and reporting expenditures as detailed below.

COST CONTAINMENT

Winrock is taking steps to ensure best value for USAID/Nepal through cost containment. First, the project is managed and implemented primarily by Nepali staff and subcontractors. Only one expatriate will work full time on the project. Second, Winrock will limit the number of international consultants. Based on success in other projects, Winrock has budgeted for pro-bono volunteer consultants in cases where there is no local expertise. KISAN plans to make use of equipment from other projects (EIG and NEAT), and leverage resources from other projects and funds (USAID Projects, GON funds, other donor funds).

Given the similar objectives of Suaahara and KISAN, Winrock will reduce costs by drawing on nutrition materials already developed by USAID/Nepal and will include staff from other USAID projects in our trainings to orient them to our agriculture and nutrition approaches so they can be ambassadors of the project.

In addition, Winrock plans to leverage the private sector. First, through KISAN, the project intends to raise awareness about how nutrition is everyone's responsibility and look at ways for private companies to contribute to solving food security issues. For example, we hope to fund radio and other communication campaigns using private sector funds. Second, the project will use market-driven approaches to support farmers and farmer-led institutions such as Marketing and Planning Committees to increase incomes through increased agricultural production, and promote improved nutrition.

Through this approach, Winrock will use project funds facilitate other stakeholders to contribute to achieving KISAN's results.

TRACKING AND REPORTING EXPENDITURES AGAINST VARIOUS TYPES OF FUNDING ACCOUNTS

Winrock carefully tracks costs by account codes and budget task lines through its on-line financial database; Home Office and key field based personnel can track –up to the minute spending and manage costs accordingly. The account coding and task line set up will allow Winrock to track and report costs by all locations and project activities. In addition, Winrock's KISAN staff will scrutinize monthly field reports from subcontractors and will use field staff (District Coordinators) to verify on- the-ground activities.

LOCAL TAXES, INCLUDING VAT

Winrock will be diligent about ensuring the project does not incur VAT taxes. Program staff will procure goods and services with long-standing and reputable vendors who dutifully pay their VAT taxes.

ANTI-CORRUPTION EFFORTS

Winrock's financial oversight and quality control measures have been designed and refined over the years to ensure transparency:

- Routine, required reviews and approval of invoices and field reports by the Accountants, Business Contracts Director, COP, and Home Office Manager;
- Internal financial reviews following strict protocols and requiring compliance with USG regulations;
- Winrock's ethics hotline for reporting or inquiring about questionable behavior by Winrock employees, consultants, subcontractors, vendors, and grantees;
- Ongoing Code of Ethics and Fraud Awareness/ Reporting Training led by Winrock's HR Department and Director of Contracts & Procurement to educate staff on their responsibility to report fraud as well as monitor subcontractors, vendors, and sub-grantees;
- Commitment to Report Fraud Instances immediately to the USAID Office of Inspector General with a copy to the COR or AOR and to provide help and support to the OIG and USAID in investigations as appropriate.

IX. COMMUNICATIONS STRATEGY

KISAN will develop a Communications and Outreach Strategy that will be submitted to USAID/Nepal on May 14, 2013. The Communications and Outreach Strategy will outline how the project will communicate internally, with USAID, and to project beneficiaries. KISAN will use a variety of approaches to share information about the project with partners and USAID, including periodic meetings, reports, an online KISAN database, and success stories. In addition, the COP and field staff will organize field visits and joint monitoring visits for USAID/Nepal and representatives of the GON as useful ways to communicate best practices, garner buy-in, and achieve spread effect of the approach.

To communicate messages to beneficiaries, KISAN will draw upon existing materials and work with Antenna Foundation to reinforce extension messages, promote best practices, announce events and activities, and deliver BCC. Winrock's Communications Manager will coordinate with other FTF implementers and organizations to ensure materials and messages can be adapted for multiple venues and present harmonized themes. For beneficiaries, the communications strategy will be more varied and utilize multi-media, ranging from literacy materials, non-formal education materials, dramas, posters, school contests, radio shows, ICT marketing kiosks and mobile technology.

X. DISPUTE RESOLUTION

For most situations, disputes are handled in country by the COP, with support from the Contracts Unit staff in the US, as necessary. However, if the need arises for escalation, Winrock's preference is to avoid lengthy legal battles and settle disputes through an arbitration process. All subcontracts and purchase orders include language on settling disputes using the format recommended by the Rules of the American Arbitration Association.

XI. PLANNING FOR FLEXIBILITY

UNSTABLE POLITICAL AND CIVIL ENVIRONMENT

Through Winrock's experience in Nepal – including working through the insurgency – we have learned to be flexible while operating in an unstable political environment. Winrock takes security of staff very seriously and has a Global Security Director based in the US who keeps the organization apprised of unrest and disasters and advises staff on preparedness and response. In addition, The COP will be in close contact with USAID/Nepal staff to monitor and learn about potential unrest such as *bundhs*, *hartals* and *jalouses*. We have found the best source of information is often closest to the activities and Winrock will depend upon staff to inform KISAN management about any potential problems. KISAN has a Security Plan for staff safety. In addition, staff is expected to work if they are not in harm's way. Staff will be flexible and re-schedule trainings or activities if they need to cancel due to unrest. In the event certain districts become unsafe, Winrock is prepared to close down activities and start elsewhere.

REDUCED AWARD PERIOD

Winrock recognizes the right of USAID to reduce the award period for budgetary, policy or other reasons. Winrock will provide USAID and demobilization plan in the annual workplan that will describe the steps and costs to end the project early.

ANNEX I: DETAILED TIMELINE OF IMPLEMENTATION (PHASES AND ACTIVITIES)

START-UP PHASE – YEAR I

	Month 1 Feb 14-Mar 13				Month 2 Mar 14-Apr 13				Month 3 Apr 14-May 13				Month 4 May 14-Jun 13				Month 5 Jun 14 - Jul 13				Month 6 Jul 14-Aug 14				Month 7 Aug 15-Sep 14				Month 8 -Sep30	
Benchmarks	Weeks																													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20	21	22	23	24	25	26	27	24	25
Project Start Up Tasks																														
Subcontract signed																														
Staff Approved by USAID																														
Partners approved by USAID																														
Sign Contracts with Partner																														
Sign Contracts with Staff																														
Partner Staff Recruited																														
Identify Office Space In Kathmandu																														
Finalize HR and Office Manuals																														
Identify space in Nepalgunj																														
Meet with GON Officials																														
Meet with Coordinating USAID Partners																														
Meet with Other Collaborating Organizations																														
Develop Procurement Plan																														
Procure YI Equipment																														
Identify District Offices																														
Identify District Coordinators																														
Finalize Category 1 and Category 2 Districts																														
Finalize YI VDC Selection																														
Establish National Advisory Council																														
Establish District Advisory Councils																														
Launch Project In Kathmandu																														
Launch Project In Nepalgunj																														
Partners Submit Detailed Implementation Plans																														
Planning for Y2																														

ANNEX I: DETAILED TIMELINE OF IMPLEMENTATION (PHASES AND ACTIVITIES)

START- UP DELIVERABLES - YEAR I

	Month 1 Feb 14-Mar 13				Month 2 Mar 14-Apr 13				Month 3 Apr 14-May 13				Month 4 May 14-Jun 13				Month 5 Jun 14 - Jul 13				Month 6 Jul 14-Aug 14				Month 7 Aug 15-Sep 14				Month 8 -Sep30	
Benchmarks	Weeks																													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	20	21	22	23	24	25	26	27	24	25
Start Up Deliverables																														
Submit Management Plan																														
Submit Work Plan (inclusive of EMMP, updated Branding and Marking Plan)																														
Monthly Reports																														
Submit Implementation Plan																														
Submit Outreach and Communication Plan																														
Submit M&E Plan																														
Submit GUC manual																														
M&E Database developed																														
GIS system in place to track activities																														

ANNEX I: DETAILED TIMELINE OF IMPLEMENTATION (PHASES AND ACTIVITIES)

KISAN TIMELINE FOR IMPLEMENTATION PHASE

	Year 1			Year 2				Year 3				Year 4				Year 5				Year 6
Activity	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1
National Level Advisory Committee Meeting																				
District Level Advisory Committee Meeting																				
TOT and Refresher trainings for staff																				
Annual Review and Workplanning																				
RFP for Grants Released																				
Grants Awarded																				
FORWARD Partners Identified																				
Capacity Building for Nepali NGOS																				
Beneficiary Trainings, Community Facilitation, Communication Campaigns etc.																				
Reoccurring Project Deliverables																				
Annual Workplan Submitted																				
Progresss Reports Submitted																				
Security Reports Submitted																				
Annual Performance Report																				
Financial Reports Submitted																				
Accruals Submitted																				
Final Report Draft																				
Final Report																				

ANNEX II: ILLUSTRATIVE TABLE OF ORGANIZATIONS AND POTENTIAL AREAS OF COLLABORATION

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
Global Agriculture and Food Security Program (GAFSP)/World Bank/USAID	Meet frequently with the MOAC to ensure close coordination at all levels in technology development and dissemination, livelihood enhancement, nutritional security, and technical assistance. Invite GAFSP staff in the work planning process; include GAFSP staff in the ANCCs.
Peace Corps/Nepal US Government	Work with PC/Nepal, GON, and volunteers to coordinate PCVs' work at post based on project needs; provide volunteers with technical training and guidance. Engage PCVs in project activities such as planning workshops, TOT, and project monitoring.
IFPRI/Output 8/USAID	Promote advocacy, fieldtrips to project sites and case studies to educate policy makers about the impact of agriculture policy in the field. Match NARC and other think tank
Component C/USAID	Share district-based office space. Provide technical assistance to develop literacy/numeracy modules on specific agriculture topics, nutrition, WASH, diversified food as needed. Encourage change agents, such as local service providers, FCHVs, CNVs as well as line agency staff to serve as guest speakers for Component B trainings.
Suaahara/USAID	Share ENA+ and EHA training materials, lessons learned, and best practices on kitchen gardening, behavior change communications, IYCF, and working with Female Community Health Volunteers (FCHVs). Hold joint planning meetings to synchronize indicator selection to maximize investment and enable USAID to aggregate impact across its program portfolio. Seek Suaahara staff participation in KISAN's National-level ANCCs.
Hills Maize Research Program/ USAID/SDC/CIMMYT	Work with HRMP in Doti, Dadeldhura, Baitadi, Accham, Jarjarkot, and Surkhet to improve seed marketing channels; strengthen cooperatives and community seed producers; link

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
	them to tools and training (seed storage bags, moisture beads, seed graders, provided training on processing); expand access to credit for seed cooperatives, increase the number of inspectors, and promote conservation agriculture. In addition, KISAN and HMRP will jointly promote quality protein maize to reduce food insecurity.
Cereal Systems Initiative for South Asia (CSISA)/CIMMYT	Roll out best practices, appropriate technologies, and technical packages to Feed the Future beneficiaries, especially for the production of lentil and rice using conservation agriculture techniques. Promote mechanization and improved seed varieties to reduce vulnerability. Use new varieties in demonstration farms and work with seed importers to increase coverage in Nepal. Develop Code of Conduct among seed dealers. Help develop a Seed Hub in conjunction with NARC and CSISA. Engage CSISA experts in local agriculture radio shows produced by Antenna Foundation.
Nepal Economic Growth Agriculture and Trade Program (NEAT)/USAID	Build on NEAT program activities in overlapping districts. Continue to enhance demonstrations and strengthen key value chains including high-value horticulture and lentils. Continue to work with MFIs to expand access to microfinance in the Hill Districts. Follow up on NEAT marketing activities, especially mobile banking and mobile marketing. Use social mobilizers, model farmers, and other change agents to contribute to overarching FTF goals. Coordinate with NEAT on agricultural policy reform activities.
Nepal Flood Recovery Program/USAID	Build on the success of NFRP in Kailali, Bardia and Banke, Kanchanpur by strengthening the collection centers and working with farmers benefiting from surface irrigation by encouraging them to use improved varieties of seed and practice conservation agriculture. Expand lessons learned.
Education for Income Generation (EIG)/USAID	Build on USAID's investment by using trained Local Service Providers as change agents to reach more farmers with training and services. Make use of subsector analysis and

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
	training modules developed. Strengthen wholesale markets to increase regional aggregation and enable them to manage greater volumes of produce. Use network of 700 trained literacy teachers and literacy beneficiaries to become model farmers, Community Nutrition Volunteers (CNVs), and change agents in their community. Build on existing positive relationships with Local Government and VDCs.
Integrated Pest Management Collaborative Research Support Project (IPM/CRSP)/USAID	Disseminate IPM technology packages of tomato, eggplant, and cucumber to farmers in FTF target areas and provide training in grafting of tomato, eggplant, and other high-value crops; share practices in use of biopesticides and biofertilizers; multiplication and release of natural enemies, and pest management. Promote environmentally sound production practices.
Livestock Climate Change Collaborative Research Support Project (LCC/CRSP)/USAID	Collaborate on improved livestock production practices to reduce vulnerability to climate change. Support capacity building and research on interventions that enable marginalized and landless SANDEEP farmers to utilize livestock as a productive asset.
Nepal Flood Recovery Program (NFRP)/USAID	Provide more food security support to NFRP beneficiaries in overlapping districts. Expand NFRP model to reach increased numbers of vulnerable populations. Incorporate lessons learned and training materials, especially those related to demonstration farms.
Ghar Ghar Maa Swasthya (Healthy Homes) Program/USAID	Incorporate lessons learned from social marketing activities conducted under the Healthy Homes Program and apply them to nutrition and sanitation messaging to ensure widespread uptake.
Irrigation & Water Resources Management Project/World Bank	Work with farmers benefiting from rehabilitated irrigation systems in Kalikot, Kailali, Jajarkot, Gulmi, Doti, Dang, Dailekh, Dadeldhura, Banke, Baitadi, Arghakhanchi, Surkhet, Salyan, Rukum, Rolpa, Pyuthan, Kapilvastu, and Kanchanpur.

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
Federation of Chambers of Commerce and Industry (FNCCI)	Work with district-based Chambers of Commerce and Industry (CCI) and their members to educate them about low risk investment opportunities in agriculture and nutrition. Encourage investment in activities and products that promote inclusive agricultural growth and reduce food security.
Agriculture Enterprise Center AEC	Coordinate with AEC on projects such as Raising Income for Small and Medium Farmers Project. Collaborate with market information and increased membership through growing number of agribusiness.
The School Health and Nutrition (SHN) Network/multiple donors	Coordinate Output 6 activities to introduce EHA in all schools in targeted areas with the School Health and Nutrition (SHN) Network. Tie into and support existing national-based school health and nutrition programs. Coordinate to establish VMFs and demonstrations at schools supported by SHN.
Project for Agriculture Commercialization and Trade (PACT)/World Bank	Coordinate in Kanchanpur, Kailali, Bardia, Banke, Surkhet, Dang, Kapilvastu, and Palpa on activities related to seed production (maize and rice), vegetable, poultry, and fish production.
John Ogonowski and Doug Bereuter Farmer-to-Farmer Program for Food Security USAID/WI	In conjunction with GAFSP and GON, develop scopes of work for short term US specialists to provide targeted expertise in areas such as agriculture, agribusiness, agro-finance, extension, DCA, communication, etc. Incorporate new technologies/approaches into Feed the Future approach and share with the GAFSP, GON, and other stakeholders for wide dissemination. Winrock currently manages a USAID Lead with Associates Award and can field approximately five volunteers to support SANDEEP.
Raising Income for Small and Medium Farmers Project (RISMFP)/MOAC/ADB/SNV	Tie SANDEEP beneficiaries to value chains that are being strengthened by RISMFP; refer SANDEEP farmers and change agents to agribusiness facilities; coordinate on market information dissemination, postharvest infrastructure such as

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
	aggregation facilities, grading and packaging, and storage and processing. Share best practices in on-farm technology for the production of HVCs and inputs including fertilizers, seeds, and plant protection.
Micro Enterprise Development Program (MEDEP)/UNDP	Work with MEDEP in their current implementing districts (Dailekh, Surkhet, Salyan, Rolpa, and Rukum) to share training materials and promote rural entrepreneurship around agriculture and nutrition. Identify and leverage the expertise of existing entrepreneurs that MEDEP has supported throughout project districts.
Poverty Alleviation Fund (PAF)/World Bank	Work with VDC-based ANCC and directly with communities to enable them to access PAF funds for small-scale infrastructure and equipment that they have prioritized such as water systems, collection centers, school latrines, and biogas.
Action Against Malnutrition through Agriculture (AAMA)/USAID	Build on Helen Keller International's work in Kailali and Baitadi to replicate demonstration farm and kitchen garden best practices. Upgrade Mothers Groups' skills in high value agricultural production and link them to markets, ensuring sustainability. Use trained mothers to serve as CNVs in overlapping VDCs.
UNICEF WASH Environmental Sanitation and Hygiene Activities/UNICEF	Coordinate with Water Supply and Sanitation Management Information System; engage WUAs to join District Water Users' Federations; coordinate training to build capacity of those that provide services to water users committees; replicate School-Led Total Sanitation (SLTS) approach.
Nepal Market Development Program (NMDP)/DFID	Share value chain analysis documents; align approach in FTF district where NMDP will support high value agriculture and fisheries value chains.
Family Planning Association Of Nepal (FPAN)	Link to FPAN's network to identify households with pregnant women and or young children. Coordinate to deploy volunteers as needed in Arghakhanchi, Baitadi, Banke, Bardia,

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
	Dadeldhura, Dailekh, Dang, Doti, Kailali, Kanchanpur, Kapilvastu, Surkhet.
High Value Agriculture Development Project (HVAP)/MOAC	Work closely with DADOs to ensure collaboration. Share technical packages for production of high-value agricultural products in Surkhet, Dailekh, Salyan, Jajarkot, and Achham.
National IPM Program Nepal	Coordinate with the Plant Protection Directorate to replicate IPM lessons learned in Surkhet, Banke, Bardia, Kailali, and Dadeldhura.
Leasehold Forestry and Livestock Development Project (LFLD)	Coordinate on microfinance and goat production; work at village level to assist KISAN beneficiaries to participate in land leasing programs in Doti, Accham, Dadeldhura, and Baitadi.
FinAccess Cellphone-based banking service provider	Build on relationship initiated by NEAT to promote branchless banking in rural districts; replicate lessons and platforms developed under NEAT to all Feed the Future Districts.
FISoft – A software technical service provider, with focus on SMS-based financing service.	Leverage strong network of major banks, international financial institutions, and remittance companies. Explore training women (CNVs) to become VDC-level agents to provide remittances and financial products to KISAN beneficiaries. Encourage FISoft to work with Western Union and other partners to enable cash transfers to mothers and wives. Work with either FinAccess and/or FISoft to develop non-financial data/SMS platform as a GDA.
NCELL	Support social media broadcasting events on nutrition and agriculture using CSR funds. Negotiate lower rates for SMS for transmission of non-financial information (market information, extension information) once developed.
Chaudhary Group	Support the “demo-kitchen” concept through Component B using CSR funds; endorse broadcasts of nutrition related shows; leverage funding for latrines in schools; produce <i>Sarbottam Pitho</i> in rural areas as a small enterprise.

PROGRAM/DONOR OR IMPLEMENTER	POTENTIAL AREAS OF COLLABORATION
Nepal Unilever	<p>Work with Unilever and UNICEF to promote WASH.</p> <p>Unilever has agreed to extend its support for hand washing demonstrations to KISAN.</p>